



October 4, 2017
1:00 p.m.

AGENDA

**Board Administration and Operations Committee Meeting
Riverside Transit Agency – Board Room
1825 Third Street
Riverside, CA 92507**

Any person with a disability who requires a modification or accommodation in order to participate in this meeting, or any person with limited English proficiency (LEP) who requires language assistance to communicate with the Riverside Transit Agency Board of Directors during the meeting, should contact the Riverside Transit Agency Clerk of the Board, telephone number (951) 565-5044, no fewer than two business days prior to this meeting to enable the Riverside Transit Agency to make reasonable arrangements to assure accessibility or language assistance for this meeting.

Agenda item descriptions are intended to provide members of the public a general summary of business to be conducted or discussed. Posting of any recommended action on an agenda item does not indicate what action will be taken. The Board of Directors may take any action it believes is appropriate on the agenda item and is not limited in any way by the notice of any recommendation.

All documents related to any agenda item are available for public inspection at www.riversidetransit.com or through the Clerk of the Board's office at the Riverside Transit Agency, 1825 Third Street, Riverside, CA 92507.

ITEM

RECOMMENDATION

- 1. CALL TO ORDER**
- 2. SELF-INTRODUCTIONS**

ITEM

RECOMMENDATION

3. PUBLIC COMMENTS – NON-AGENDA ITEMS

Members of the public may address the Board regarding any item within the subject matter jurisdiction of the Board; however, no action may be taken on off-agenda items unless authorized by law. Comments shall be limited to matters not listed on the agenda. Members of the public may comment on any matter listed on the agenda at the time that the Board considers that matter. Each person's presentation is limited to a maximum of three (3) minutes.

RECEIVE COMMENTS

4. APPROVAL OF MINUTES – SEPTEMBER 6, 2017 COMMITTEE MEETING (P.4)

APPROVE

5. CONSENT CALENDAR

All items on the Consent Calendar will be approved by one motion and there will be no discussion on individual items unless a board member or member of the public requests a specific item to be pulled from the calendar for separate discussion.

A. PERSONNEL REPORT – AUGUST 2017 (P.8)

RECEIVE AND FILE

B. TRANSPORTATION CENTER MONTHLY REPORT – AUGUST (P.15)

RECEIVE AND FILE

6. HOLIDAY EVENTS SCHEDULE (P.19)

APPROVE

7. FREE BUS RIDES ON NEW YEAR'S EVE (P.21)

APPROVE

8. UPDATE ON HEMET, UNIVERSITY OF CALIFORNIA, RIVERSIDE (UCR) AND PROMENADE MALL MOBILITY HUBS

PRESENTATION

9. BOARD MEMBER COMMENTS

10. ANNOUNCEMENTS

11. NEXT MEETING

Wednesday, November 1, 2017, 1:00 p.m.
Riverside Transit Agency
1825 Third Street
Riverside, CA 92507

ITEM

RECOMMENDATION

12. MEETING ADJOURNMENT

RTA BOARD ADMINISTRATION AND OPERATIONS COMMITTEE MEETING
Minutes
September 6, 2017

1. **CALL TO ORDER**

Committee Chair Tonya Burke called the Board Administration and Operations Committee meeting to order at 1:00 p.m., on September 6, 2017, in the RTA Board Room.

2. **SELF-INTRODUCTIONS**

Self-introductions of those in attendance took place.

Committee Members Attending

1. Committee Chair Tonya Burke, City of Perris
2. First Vice-Chairman Art Welch, City of Banning
3. Second Vice-Chairman Randon Lane, City of Murrieta
4. Director Daryl Hickman, City of Lake Elsinore
5. Director Greg August, City of Menifee
6. Director David Marquez, City of Moreno Valley
7. Director Andy Melendrez, City of Riverside
8. Director Alonso Ledezma, City of San Jacinto
9. Director Bridgette Moore, City of Wildomar
10. Alternate Director Jerry Sincich, County of Riverside, District I

RTA Staff

1. Larry Rubio, Chief Executive Officer
2. Tammi Ford, Clerk of the Board of Directors
3. Tom Franklin, Chief Operating Officer
4. Craig Fajnor, Chief Financial Officer
5. Vince Rouzaud, Chief Procurement and Logistics Officer
6. Laura Camacho, Chief Administrative Services Officer
7. Jim Kneepkens, Director of Marketing
8. Rohan Kuruppu, Director of Planning
9. Bob Bach, Director of Maintenance
10. Adam Chavez, Deputy Director of Maintenance
11. Natalie Zaragoza, Director of Contracts
12. Rick Kaczerowski, Director of Information Technologies
13. Eric Ustation, Government Affairs Manager
14. Brad Weaver, Media and Public Relations Manager
15. Stephanie Macias, Contract Operations Manager

Other Attendees:

1. Chair Linda Krupa, City of Hemet
2. Linda Molina, City of Calimesa

3. John Kerenyi, City of Moreno Valley
4. Rosemary Lane, Resident of South Carolina

3. **PUBLIC COMMENTS – NON-AGENDA ITEMS**

None.

4. **APPROVAL OF MINUTES – JULY 12, 2017 COMMITTEE MEETING**

M/S/C (LANE/AUGUST) approving the minutes of the July 12, 2017 Committee meeting.

The motion carried unanimously.

5. **CONSENT CALENDAR**

M/S/C (WELCH/AUGUST) approving the receipt and file of Item A – Personnel Reports – June and July 2017.

The motion carried unanimously.

M/S/C (WELCH/AUGUST) approving the receipt and file of Item B – Transportation Center Monthly Reports – June and July 2017.

The motion carried unanimously.

6. **APPROVE AMENDMENTS TO THE AGENCY'S CONFLICT OF INTEREST CODE**

M/S/C (LANE/HICKMAN) approving and recommending this item to the full Board of Directors for their consideration as follows:

- Approve the RTA Conflict of Interest Code and direct staff to submit it to the Riverside County Board of Supervisors for their consideration.

The motion carried unanimously.

Director Alonso Ledezma arrived to the meeting at 1:05 p.m.

7. **APPROVE RESOLUTIONS AUTHORIZING FILING OF GRANT APPLICATIONS FOR FISCAL YEAR 2017-2018 (FY18)**

M/S/C (LANE/MOORE) approving and recommending this item to the full Board of Directors for their consideration as follows:

- Approve attached Resolutions (No. 2017-09 to No. 2017-15) and authorize Board Chair to execute the resolutions on behalf of the Agency.

- Approve resolutions authorizing the Chief Executive Officer or assigned designee to file and execute applications with the funding agencies.
- Authorize staff to submit grant applications and use applicable resolutions during the course of FY18, as necessary, subject to subsequent Board ratification.

The motion carried unanimously.

8. **AUTHORIZATION TO RENEW REVENUE AGREEMENT NO. 17-030 WITH LA SIERRA UNIVERSITY FOR THE UNIVERSITY PASS PROGRAM**

M/S/C (HICKMAN/MOORE) approving and recommending this item to the full Board of Directors for their consideration as follows:

- Authorize staff to renew Agreement No. 17-030 with La Sierra University to continue the U-Pass program from September 29, 2017 through September 28, 2018. The agreement will generate up to \$5,778 in fare revenue.

The motion carried unanimously.

9. **AUTHORIZATION TO AMEND AGREEMENT NO. 15-010 TO MERCURY TECHNOLOGY GROUP (MTG) TO INCLUDE ORACLE APEX HOSTING SUPPORT SERVICES**

M/S/C (MOORE/HICKMAN) approving and recommending this item to the full Board of Directors for their consideration as follows:

- Authorize staff to amend Agreement No. 15-010 to Mercury Technology Group for the Oracle APEX Hosting Support Services in the amount not-to-exceed \$14,220 for the three remaining one-year options.

The motion carried unanimously.

10. **AUTHORIZATION TO AWARD AGREEMENT NO. 17-029 TO COMMERCIAL CLEANING SYSTEMS FOR JANITORIAL SERVICES**

M/S/C (MOORE/HICKMAN) approving and recommending this item to the full Board of Directors for their consideration as follows:

- Authorize staff to award Agreement No. 17-029 to Commercial Cleaning Systems for Janitorial Services for a one-year base period with two one-year options for a total not-to-exceed contract amount of \$295,596.48.

The motion carried unanimously.

11. **BOARD MEMBER COMMENTS**

Comments were made by Director Alonso Ledezma, Director Andy Melendrez, Director Daryl Hickman, Alternate Director Jerry Sincich, Second Vice-Chairman Randon Lane, Director Bridgette Moore and First Vice-Chairman Art Welch.

12. **ANNOUNCEMENTS**

Announcements were made by Mr. Larry Rubio.

13. **NEXT MEETING**

Wednesday, October 4, 2017, 1:00 p.m.
Riverside Transit Agency
1825 Third Street
Riverside, CA 92507

14. **MEETING ADJOURNMENT**

The meeting was adjourned at 1:37 p.m.

DRAFT

RIVERSIDE TRANSIT AGENCY
1825 Third Street
Riverside, CA 92507

October 4, 2017

TO: BOARD ADMINISTRATION AND OPERATIONS COMMITTEE

THRU: Larry Rubio, Chief Executive Officer

FROM: Laura Camacho, Chief Administrative Services Officer

SUBJECT: Personnel Report - August 2017

Summary: The attached report summarizes personnel activity that occurred in August 2017. The following information is outlined in the report:

- Number of budgeted positions versus number of filled positions by department and position.
- Percentage of minority and female employees by position classification.
- Number of disciplinary actions by gender.
- Percentage of minority and female applicants by position.
- Number of minority and female employees by personnel actions.

Recommendation:

Receive and file.

PERSONNEL ACTIVITY - AUGUST 2017

DEPARTMENT AND TITLE	FY BUDGETED POSITIONS	FILLED POSITIONS
<u>ADMINISTRATION</u>		
Chief Executive Officer	1	1
Executive Assistant/Clerk of the Board	<u>1</u>	<u>1</u>
Department Subtotal	2	2
<u>ACCOUNTING</u>		
Chief Financial Officer	1	1
Performance Reporting & Analysis Manager	1	1
Controller	1	1
Grants Financial Administrator	1	1
Accounting Supervisor	1	1
Grants Financial Analyst	1	1
Payroll Administrator	1	1
Revenue Account Coordinator	1	1
Accounts Payable Clerk	1	1
Accounts Receivable Clerk	1	1
Currency Processor	<u>2</u>	<u>2</u>
Department Subtotal	12	12
<u>HUMAN RESOURCES</u>		
Chief Administrative Services Officer	1	1
Human Resources Manager	1	1
Benefits Administrator	1	1
Human Resources Specialist	1	1
Human Resources Clerk	1	1
Admin Clerk - Human Resources	1	0
Receptionist	<u>2</u>	<u>2</u>
Department Subtotal	8	7
<u>RISK MANAGEMENT</u>		
Director of Risk Management	1	1
Risk Manager	1	0
Transit Safety & Security Manager	1	1
Risk Management Specialist	<u>2</u>	<u>1</u>
Department Subtotal	4	3
<u>INFORMATION TECHNOLOGY</u>		
Director of Information Technology	1	1
ITS Administrator	1	1
Systems Administrator	1	1
IT Technician	<u>1</u>	<u>1</u>
Department Subtotal	4	4
<u>MAINTENANCE</u>		
Director of Maintenance	1	1
Deputy Director of Maintenance	1	1
Maintenance Manager	1	1
Facilities Manager	1	1
Maintenance Quality Control	1	1
Contract Operations Maintenance Supervisor	1	1
Maintenance Supervisor	6	6
Electronic Technician	2	2
Groundskeeper	1	1
Mechanic	34	29
Property Maintainer	1	1
Tire Servicer	1	1
Servicer	<u>16</u>	<u>14</u>
Department Subtotal	67	60

<u>DEPARTMENT AND TITLE</u>	<u>FY BUDGETED POSITIONS</u>	<u>FILLED POSITIONS</u>
<u>MARKETING</u>		
Director of Marketing	1	1
Media & Public Relations Manager	1	1
Government Affairs Manager	1	1
Community Engagement Coordinator	1	0
Marketing Coordinator	1	0
ADA Certification Specialist	2	2
Customer Information Supervisor	1	1
Customer Information Clerk, Senior Lead	1	1
Customer Information Clerk, Full-Time	2	2
Customer Information Clerk, On-Call	<u>18</u>	<u>16</u>
Department Subtotal	29	25
<u>OPERATIONS</u>		
Chief Operating Officer	1	1
Operations Manager	1	1
Assistant Operations Manager	1	1
Training Manager	1	1
Training Instructor	2	2
Executive Assistant/Deputy Clerk of the Board	1	1
Operations Supervisor	16	16
Operations Analyst	1	1
Stops/Zones Supervisor	1	1
Stops/Zones ¹ Groundskeeper	10	11
Surveillance Clerk	1	1
Transit Clerk	1	1
Full-Time Coach Operator	298	262
Part-Time Coach Operator	<u>0</u>	<u>23</u>
Department Subtotal	335	323
<u>CONTRACT OPERATIONS</u>		
Contract Operations Manager	1	1
Contract Operations Specialist	3	3
Mobility Manager	1	1
Travel Training Specialist	4	3
Medi-Cal Administrative Activity (MAA) Coordinator	<u>1</u>	<u>1</u>
Department Subtotal	10	9
<u>PLANNING</u>		
Director of Planning	1	1
Grants Manager	1	1
Planning & Scheduling Manager	1	1
Project Manager	1	1
Scheduling Analyst	1	1
Planning Analyst	1	1
Planning & Programming Specialist	1	1
Planning & Scheduling Technician	<u>1</u>	<u>1</u>
Department Subtotal	8	8
<u>PURCHASING</u>		
Chief Procurement & Logistics Officer	1	1
Director of Contracts	1	1
Contracts Administrator	3	3
Storeroom Supervisor	1	1
Buyer	1	1
Parts Clerk	<u>5</u>	<u>5</u>
Department Subtotal	12	12
Totals	491	465

¹There are currently two Stops/Zones Groundskeepers on extended leave.

WORKFORCE DATA - AUGUST 2017

POSITION CLASSIFICATION	TOTAL EMPLOYEES	% O1 MINORITY EMPLOYEES	% O1 FEMALE EMPLOYEES	CENSUS AVAILABILITY		UNDERUTILIZED	
				%MIN	%FEM	MIN	FEM
Executive/First/Mid Level Officials & Managers	54	55.6%	25.9%	38.2%	38.2%	No	Yes
Professionals	17	41.2%	35.3%	42.0%	55.9%	No	Yes
Administrative Support Workers	50	72.0%	78.0%	54.9%	73.5%	No	No
Operatives	285	77.5%	45.3%	74.4%	26.1%	No	No
Craft Workers	29	72.4%	0.0%	61.7%	3.2%	No	Yes
Laborers	13	61.5%	0.0%	79.2%	13.6%	Yes	Yes
Service Workers	15	93.3%	0.0%	65.4%	57.7%	No	Yes
Technicians	2	50.0%	0.0%	50.3%	48.6%	No	Yes
Total	465						

APPLICATIONS - AUGUST 2017

POSITION TITLE	TOTAL APPLICANTS	RESPONDENTS TO EEO QUESTIONNAIRE	% O1 MINORITY APPLICANTS	% O1 FEMALE APPLICANTS
A Mechanic	11	10	90%	0%
Body Mechanic A	4	4	100%	0%
Coach Operator	95	88	83%	53%
Community Engagement Coordinator	55	53	75%	60%
Facilities Engineer Manager	11	9	22%	18%
Human Resources Administrative Clerk	281	257	78%	80%
Maintenance Supervisor	15	14	57%	0%
Risk Manager	14	13	38%	14%
Servicer	55	54	87%	16%
Total Applications	541			

DISCIPLINE - AUGUST 2017

Gender EEO Categories**	COUNSELINGS, WARNINGS & WRITTEN REPRIMANDS								SUSPENSIONS & TERMINATIONS							
	MALE				FEMALE				MALE				FEMALE			
	C	AA	H	O	C	AA	H	O	C	AA	H	O	C	AA	H	O
Maintenance	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0
Operations	10	12	3	3	5	35	6	0	0	1	0	1	1	0	1	0
TOTALS	75								5							

**EEO Category Codes: C = Caucasian, AA = African American, H = Hispanic, O = Other

PERSONNEL ACTIVITY - AUGUST 2017

Full-Time and Part-Time Employees

Personnel Activity	All Employees			Minority Employees Male						Minority Employees Female						Total
	Total	Male	Female	AA	HISP	API	AIAN	NHOPI	MULTI	AA	HISP	API	AIAN	NHOPI	MULTI	
New Hires	7	3	4	0	2	0	0	0	0	2	0	0	0	0	2	6
Promotions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers	2	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1
Demotions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Terminations	2	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2
Resignations	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	1
Retirements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FOR FISCAL YEAR 07/01/17 THROUGH 06/30/18
FULL-TIME SEPARATIONS

FOR FISCAL YEAR 07/01/16 THROUGH 06/30/17
FULL-TIME SEPARATIONS

	Administration	Bargaining Unit		Administration	Bargaining Unit
Terminations	1	1	Terminations	5	19
Resignations	0	2	Resignations	2	13
Retirements	0	2	Retirements	2	8
Other	0	0	Other	0	0

AA = African American
HISP = Hispanic
API = Asian/Pacific Islander
AIAN = American Indian or Alaskan Native
NHOPI = Native Hawaiian or Other Pacific Islander
MULTI = Two or More Races

RIVERSIDE TRANSIT AGENCY
1825 Third Street
Riverside, CA 92507

October 4, 2017

TO: BOARD ADMINISTRATION AND OPERATIONS COMMITTEE

THRU: Larry Rubio, Chief Executive Officer

FROM: Jim Kneepkens, Director of Marketing

SUBJECT: Transportation Center Monthly Report – August 2017

Summary: In August 2017, the Customer Information Center answered 34,529 calls, an 11.1% decrease compared to August 2016. Calls included 113 commendations, general comments and valid complaints. The number of calls to Dial-A-Ride was 13,158, a 3.7% increase compared to August 2016. 47,687 calls were received between the two call centers, which reflects an 7.5% decrease compared to the same period last year.

The attached reports presents call volume history and details commendations, general comments and complaints by type.

Recommendation:

Receive and file.

Riverside Transit Agency

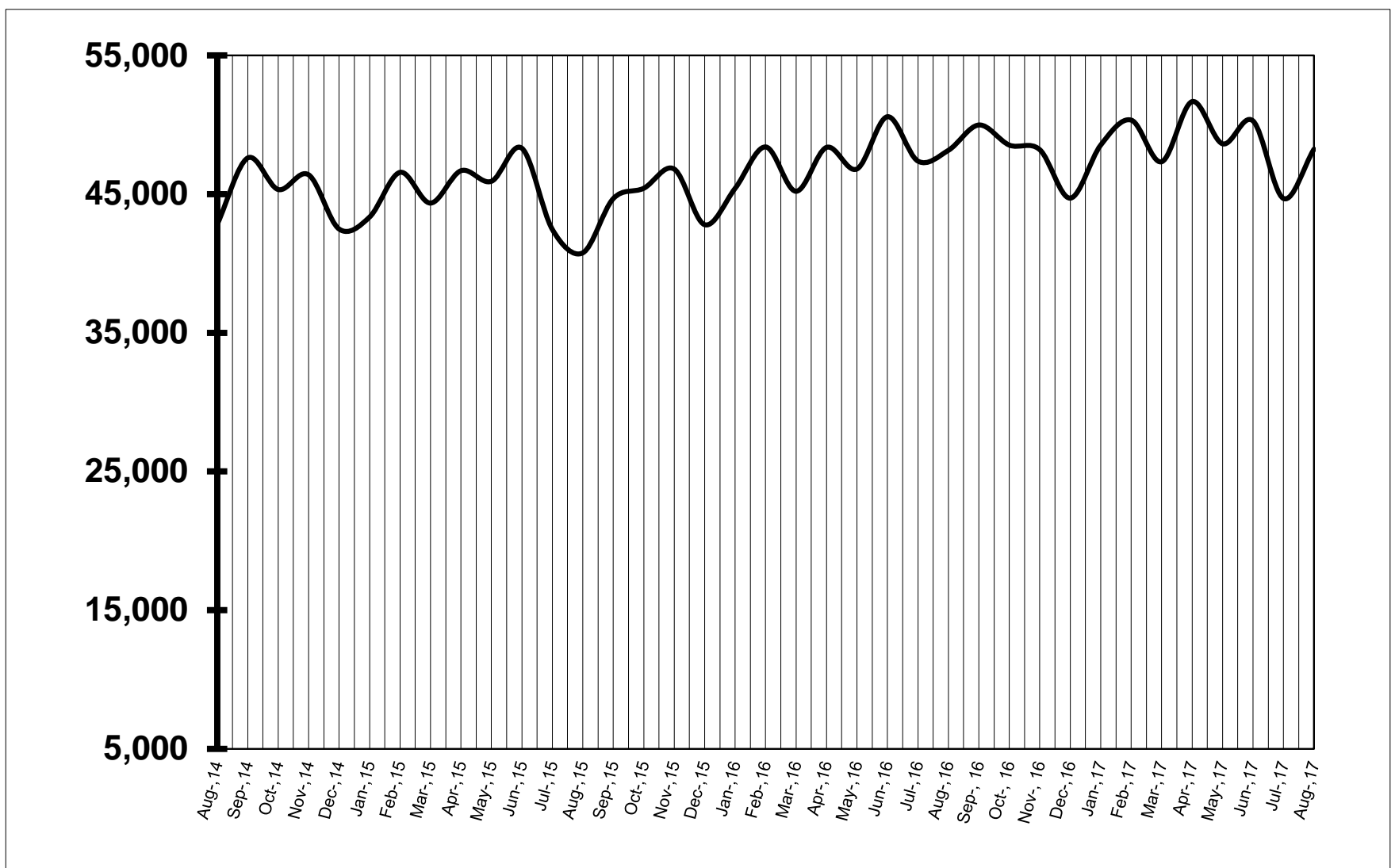
August 2017 Transportation Center Call Totals

	August 2017	August 2016	Percent Change
Customer Information Center (CIC)			
Information Calls	34,416	38,648	-11.0%
Complaints	60	117	-48.7%
Comments	38	53	-28.3%
Commendations	15	32	-53.1%
Total CIC Calls	34,529	38,850	-11.1%

Dial-A-Ride (DAR)

Total DAR Calls	13,158	12,683	3.7%
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Total Calls	47,687	51,533	-7.5%
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Complaints, Comments & Commendations

Valid Complaints

Category	August 2017	August 2016	12 Month Average per Month	Complaints per 10,000 Passengers
Bus Stop	3	2	3	0.04
Careless Driving	4	10	9	0.06
Conduct	5	4	4	0.07
Crowded	0	0	0	0.00
Customer Service	8	12	11	0.11
Early Bus	2	6	6	0.03
Fare Dispute	4	3	2	0.06
Late Bus	8	19	12	0.11
Missed Transfer	2	2	3	0.03
No Show	2	8	5	0.03
Passed By	6	22	13	0.08
Passenger Conduct	3	0	1	0.04
Reasonable Modification	0	0	0	0.00
Other	13	29	18	0.18
Total	60	117	86	0.84

Ridership

	August 2017	August 2016	12 Month Average per Month
All services	710,088	745,956	722,726

Comments

	August 2017	August 2016	12 Month Average per Month	Comments per 10,000 Passengers
General Comments	38	53	35	0.54

Commendations

	August 2017	August 2016	12 Month Average per Month	Commendations per 10,000 Passengers
General Commendations	15	32	15	0.21

Complaints, Comments and Commendations

Category Descriptions

Complaints

Bus Stops: Stop needs cleaning, nearby landscape needs cleaning, stop equipment broken or not working properly.

Driving Concerns: Driver makes inappropriate lane change, brakes too hard, drives too slow, accelerates too fast, stops too far from stop or curb, blocks traffic, bus temperature too hot.

Driver Conduct: Driver provided poor customer service, does not assist customers needing help, rushes customer.

Crowded: Customer is uncomfortable due to bus being too full, customer unable to find a seat.

Customer Service: Customer provided with wrong information, employee provided poor customer service.

Early Bus: Bus arrives or departs bus stop ahead of schedule.

Fare Dispute: Pass stuck in farebox, college ID card not working, customer overpaid and requests a refund, customer not provided appropriate discount.

Late Bus: Bus arrives or departs bus stop behind schedule.

Missed Transfer: Early or late bus causes customer to miss transfer with another bus.

No Show: Bus does not arrive as scheduled.

Passed By: Bus passes stop without picking up customer

Passenger Conduct: Fellow customer plays music too loud, talks too loud, uses profanity, uses extra seat for personal belongings.

Reasonable Modification: Request from person with disability for modification of Agency practice or policy.

Other: Bike rack full, pass outlet out of passes, bus displays the wrong headsign.

Comments

Request for new, later or more frequent bus service; request for restroom at transfer facility; request for new fare category; request for bus stop amenities; request for new bus stop.

Commendations

Customer appreciates new buses, commends driver for courtesy, assisting customer with special needs, providing great customer service or returning lost item.

RIVERSIDE TRANSIT AGENCY
1825 Third Street
Riverside, CA 92507

October 4, 2017

TO: BOARD ADMINISTRATION AND OPERATIONS COMMITTEE

THRU: Larry Rubio, Chief Executive Officer

FROM: Jim Kneepkens, Director of Marketing

SUBJECT: Holiday Events Schedule

Summary: Each year from October through December, various jurisdictions request vehicles and staff for holiday parades, displays and other special events. The Agency participates in these events as a marketing effort to help promote Riverside Transit Agency, provide information about available services, and to promote a strong positive corporate image by partnering with the communities we serve. This year's anticipated holiday schedule includes:

October 27-28	Riverside Ghost Walk
October 28	Wildomar Trunk or Treat
November 2	Riverside County SafeHouse Stuff-the-Bus
November 4	Perris Veterans Day Parade
November 11	Murrieta Veterans Day Parade
November 11	Riverside Veterans Day Parade
November 24	Riverside Festival of Lights Switch-on Ceremony
December 1	Temecula Electric Light Parade
December 2	Hemet Holiday Parade
December 2	Lake Elsinore Winterfest
December 9	Perris Annual Christmas Parade
December 9	Temecula Winter Wonderland

December 16 Calimesa Christmas Parade

December 17 Beaumont Holiday Parade

Fiscal Impact:

The cost to participate in these events is estimated to be less than \$5,000 and is included in the approved FY18 budget.

Recommendation:

Approve and recommend this item to the full Board of Directors for their consideration as follows:

- Authorize staff to work with the individual cities and organizing groups and coordinate Riverside Transit Agency's involvement in holiday events.

RIVERSIDE TRANSIT AGENCY
1825 Third Street
Riverside, CA 92507

October 4, 2017

TO: BOARD ADMINISTRATION AND OPERATIONS COMMITTEE
THRU: Larry Rubio, Chief Executive Officer
FROM: Jim Kneepkens, Director of Marketing
SUBJECT: Free Bus Rides on New Year's Eve

Summary: For the past several years, RTA has offered free rides on New Year's Eve on all fixed bus routes to help support riders who have to work that evening and to provide an alternate mode of transportation to those who do not want to drive or should not drive on the holiday.

For this holiday season, staff recommends again offering free bus service on all of RTA's fixed routes on Sunday, December 31 from 2:30 p.m. until the end of each bus schedule, which varies by route.

The New Year's holiday is a perfect time for RTA to thank our customers for their year-round patronage of public transportation and to show RTA's concern about the personal safety of people who will be out celebrating the holiday. Hopefully, many will be persuaded to leave their cars at home and instead use public transit, lessening the likelihood of accidents, unwanted injuries and even fatalities.

The free rides will be promoted through the website, Rider News, iAlert, Facebook, Twitter and a press release.

Fiscal Impact:

The loss in revenue is estimated to be less than \$3,300 by providing this public service.

Recommendation:

Approve and recommend this item to the full Board of Directors for their consideration as follows:

- Authorize the Agency to offer free rides on all fixed route buses from 2:30 p.m. to the end of business on Sunday, December 31, 2017.